



Archimedes +



neuor

INSIGHTS · TECHNOLOGY

Archi keeps the record. Neuor does the work.

How Standard runs its private equity operating system — and why the people in the room still make the call.

A broadband deal still dies in the same places it always has.

The clause

A change-of-control clause nobody read.

The file

A subscriber file that does not match the billing system.

The memo

Written the night before from three versions of the model.

The link

A data room that expired the week the lender asked for it.

Software does not fix any of that if the software is a folder with a login. So Standard did not buy a CRM and call it a strategy.

The filing cabinet does not underwrite the deal.

Tool and process drift apart

The model lives in a spreadsheet. The memo lives in email. The data room lives in a link. The one person who knows the whole deal is on a plane.

Our records are rarely clean

Standard buys independent fiber networks and fixed wireless operators, many owner-run for decades. Billing systems, plant maps, pole agreements and customer counts often disagree.

A consolidator that buys dozens of these businesses cannot afford to rebuild the truth from scratch on every deal, and cannot afford to lose it after closing. **The answer is not one more tool. It is two jobs, held apart on purpose.**

Two jobs, not one tool.

ARCHIMEDES · THE PROCESS

The system of record

Standard's private equity operating system at archi.standardfund.co. A company, a contact, a document and a stage are the same objects on the first call and on the day of committee. The path is defined. The server, not the slide, decides who can approve.

NEUOR · THE CADENCE

The agent layer

Named agents sit in named jobs — investment, operations, legal, finance, people — and do the unglamorous middle of the firm. They read the file, check the number, draft the note, and hand the question to the person who owns it, with the evidence attached.

A system of record that nobody works becomes a museum. A clever agent with no record invents. Standard uses both, and does not let either one pretend to be the other.

One record, four stages. It does not reset between them.

01

Source

Targets, owners and outreach. Fundraising and acquisitions run on separate tracks — an email to an LP is never an email to a founder. Suppression is enforced on the server.

02

Diligence

The data room is a store, not a download folder. Documents are read and text extracted. An agent can summarize; the summary is a draft. The document is the evidence.

03

Decide

Committee is a packet, an agenda, a vote and an audit trail. The memo assembles quickly. It is not an approval until a person with authority says so. A score is not a close.

04

Own

After the wire, the record keeps going. KPIs, covenants, capital calls and value-creation initiatives sit on the same platform as the deal that justified them.

Only a partner can move a deal past Decide.

The firm at a glance, every morning.

Handoffs, documents read, numbers checked and drafts waiting for review. Five desks in named jobs. What needs a person sits at the top.



Home

Chats

Agents

Schedule

Brain

Files

Messages

Settings

NEUOR

FRIDAY · OCT 30 · HOME

Gateway live

Search or command

⌘K

New chat

Good morning.

Friday, Oct 30 · 5 desks · gateway running

Today7 days30 days90 days

HANDOFFS · 30 DAYS

41

38 resolved by owner · 3 awaiting decision

DOCUMENTS READ

312

Project Atlas data room · 97% extracted

NUMBERS CHECKED

1,204

All matched to source files

DRAFTS FOR REVIEW

6

2 committee memos · 4 notes

Work by dayhandoffs



Day	Handoffs
Oct 1	2
Oct 2	3
Oct 3	1
Oct 4	3
Oct 5	4
Oct 6	2
Oct 7	4
Oct 8	3
Oct 9	5
Oct 10	2
Oct 11	4
Oct 12	3
Oct 13	5
Oct 14	2
Oct 15	4
Oct 16	3
Oct 17	5
Oct 18	2
Oct 19	4
Oct 20	3
Oct 21	5
Oct 22	2
Oct 23	4
Oct 24	3
Oct 25	5
Oct 26	2
Oct 27	4
Oct 28	3
Oct 29	5
Oct 30	2

Desks5

Investment	WORKING	Drafting committee memo · Atlas	memo	12m ago
Operations	WORKING	Checking plant records vs. pole agreements	plant	31m ago
Legal	WORKING	Reviewing change-of-control clauses	legal	1h ago
Finance	WORKING	Reconciling subscriber file to billing export	recon	2h ago
People	IDLE	—	—	—

Needs you

Change-of-control consent

Legal desk → counsel · Atlas \$14.2

Subscriber count variance

Finance desk · billing vs. file, -2.1%

Committee memo v3

Investment desk · ready for partner review

Deals in motion

Project Atlas · Decide88%

Project Beacon · Diligence54%

Project Harbor · Source16%

Archi keeps the record. Neuor does the work.

Illustrative · demo data

Ask the desk. Get the evidence, not a guess.

Every answer cites the clause, the file and the audit-trail entry it came from. When a decision is needed, the desk says who owns it and what they must decide.



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NEUOR

FRIDAY · OCT 30 · CHATS

Agents

Workspace

Files

Schedule

Projects

Project Atlas · Investment desk ▼

investment · 31% of context

Gateway live

Search or command

⌘K

New chat

Does the Atlas purchase agreement need consent from the pole owner before signing?

INVESTMENT DESK

Yes, likely. The pole attachment agreement has a change-of-control clause at §14.2 that requires written consent from the licensor on any transfer of ownership. I've routed it to the Legal desk, which has handed it to outside counsel with the clause attached.

- Question:** does §14.2 require consent for this structure?
- Owner:** outside counsel
- Decision needed:** consent strategy before signing

Pole attachment agreement · §14.2

Purchase agreement (draft) · §2.1

Audit trail · 07:40

Summarize what else is open on Atlas before committee.

INVESTMENT DESK

Three items. All are drafts for your review; nothing here is approved.

- Subscriber file reconciles to billing export within -2.1%; Finance has flagged the variance with the source rows.
- Committee memo v3 is drafted in the firm's format with a source for every figure.

Archi keeps the record. Neuor does the work.

Illustrative · demo data

Not a chatbot parked on top of the file. A desk of specialists.

Record hygiene	Finds two records that are the same owner under different names — before an outreach sequence emails him twice.
Documents stay documents	Turns a filed agreement into a working document without restyling the contract into a memo, so counsel reviews the actual language.
Notes the committee will read	Drafts in the format the firm already uses, with the source for every figure.
Numbers checked at source	Checks a number against the underlying file instead of remembering one from last quarter.

Every handoff is written down: the question, the evidence, the owner and the decision needed. None of it is glamorous. All of it is where deals slip.



NEUOR · BRAIN

The firm's memory, visible.

Soul, memory, skills and reference files linked in one graph.
Neuor remembers how Standard writes and works, so the firm does not re-explain itself every Monday.



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Illustrative · demo data

Assistance is not authority.

The agent key on Archimedes cannot approve, vote, manage keys or change settings. That is not a missing feature. It is the rule — enforced in the system, not in a policy document.

ALLOWED

Read the record

Draft documents

Check numbers at source

Hand off to the owner

BLOCKED

Approve a deal

Cast a committee vote

Manage keys

Change settings

Recommendation $\neq$ approval $\neq$ close.

That is what lets a small team use agents aggressively: the agents can do a great deal of work precisely because they cannot make the decisions that matter.

Illustrations are useful on a product page. Underwriting is not an illustration.

AI output is assistance

We will not tell you an agent scored 247 opportunities this morning, or that a model rebuilt itself in seconds, and present that as a fact about a live deal.

Scores and memos are drafts

Scores, profiles and committee memos exist for human review. The public line is "ingest, reason, decide." The operating rule inside the firm is narrower, and better.

Inputs, not verdicts

Documents that may carry injected instructions, and records enriched from outside sources, are inputs. Nothing in them becomes a decision on its own.

For the people on the other side of the table.

FOR SELLERS

A buyer who reads the whole file

Precise questions, asked once. Commitments kept through closing. The process is defined before the first call, not invented deal by deal.

FOR ALLOCATORS

One record that can be inspected

Underwriting, the committee decision and post-close performance live together. The case for each acquisition can be checked against what the business actually did.

The plant, the subscribers and the rights-of-way are still the asset. The advantage is whether a firm can see them clearly, on one record, with the work moving while the partners are in the room making the call.

WHERE WE SIT

The software does not buy the network. It makes it harder to buy the wrong one — and harder to lose the thread after you buy the right one.

Standard is building the institutional consolidator of broadband and telecommunications infrastructure in North America. Archimedes is where the firm keeps score. Neuor is how the firm does the work between the meetings.

Start a conversation →

standardfund.co/contact · Owners: standardfund.co/wisp-exit-guide · Allocators: standardfund.co/investors